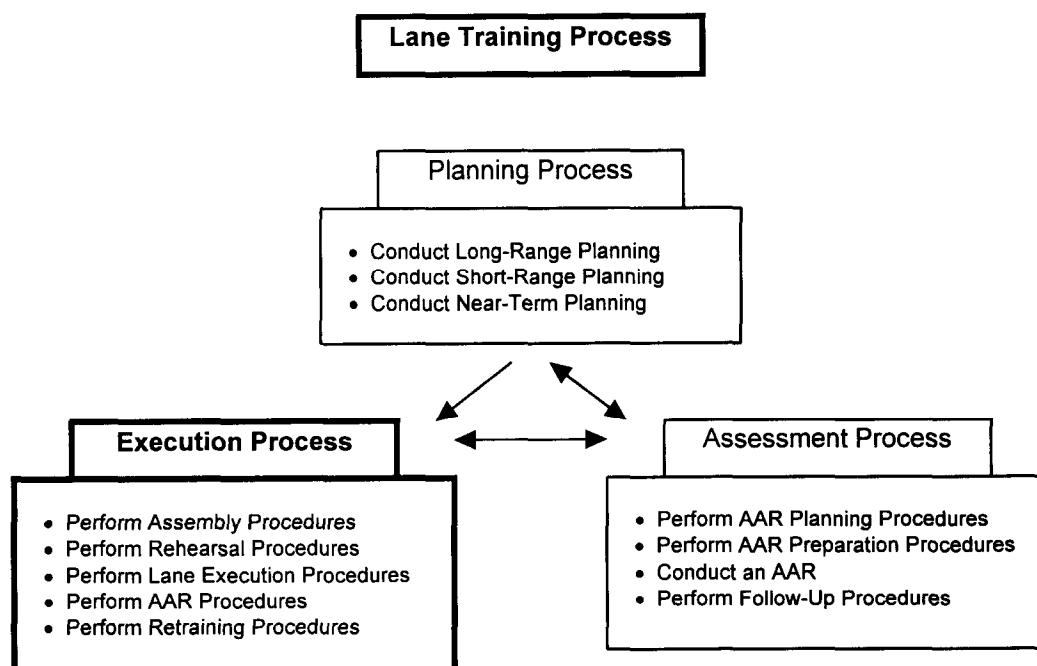# Chapter 4
Execution Phase: Process and Procedures

4-0. Chapter Overview.

Introduction   a. This chapter provides procedures for the lane training execution process.

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                    ┌─────────────────────────┐
                    │  Lane Training Process  │
                    └─────────────────────────┘

                        ┌──────────────────────┐
                        │  Planning Process    │
                        └──────────────────────┘
                        │ • Conduct Long-Range Planning  │
                        │ • Conduct Short-Range Planning │
                        │ • Conduct Near-Term Planning   │
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Execution Process
- Perform Assembly Procedures
- Perform Rehearsal Procedures
- Perform Lane Execution Procedures
- Perform AAR Procedures
- Perform Retraining Procedures

Assessment Process
- Perform AAR Planning Procedures
- Perform AAR Preparation Procedures
- Conduct an AAR
- Perform Follow-Up Procedures

Chapter Index   b. This chapter covers the following:

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4-1. General.

Planning Results	a. The execution of effective training to standard is the payoff for the successful completion of the planning phase of the lane training process.
Execution Results	b. The payoff for effective training execution is a unit trained to accomplish its wartime mission.

4-2. Guidelines.

Objective	a. Make training doctrinally accurate, well-structured, efficient, relevant, realistic, safe, and effective.
Support	b. Identify time frames for support activities to occur during integrated lanes; e.g., ration breaks, refueling windows.
Integration	c. Integrate collective and individual tasks throughout the training process. All leaders should use the same training process for integration; however, commanders focus on collective mission-essential tasks and junior leaders focus on the supporting individual tasks.
Distracters	d. Reduce or eliminate training and mission distracters.

4-3. Execution Process.

Process	a. As indicated earlier, the execution phase of the lane training process is an LTX composed of the following five activities which take place in an LTX area: • Assembly. • Rehearsal. • Lane execution. • AAR. • Retraining. Note: The rehearsal, lane execution, and retraining activities may take place on different lanes within the LTX area.
Time Frames	b. The time frames for execution phase activities vary significantly between tasks, units (due to size and proficiency levels), and training areas. The total range could be from a few hours to several days. However, a general guide for planning purposes is to allocate one-third of the execution phase time for assembly and rehearsal activities, one-third for lane execution and AAR activities, and one-third for retraining. This guideline can be modified to fit the specific training situation anticipated.

4-4. Perform Assembly Procedures.

Procedures   a. Assembly procedures are as follows:

Step	Action
1	Senior OC conducts unit in-briefing. • Introduction. • LTX lane scenario. • T&EOs; e.g., TCS. • ROE. • Safety and environmental issues, cautions, and controls. • Administrative and logistical issues. • Identification of counterparts.
2	Senior OC (or higher headquarters) issues mission or OPORD to unit leader. Unit leader backbriefs senior OC. **Note:** Receipt of mission or OPORD prompts unit leader to initiate TLP. As task proficiency is developed, time to conduct TLP may be constrained to add realism. • Unit leader issues warning order to junior leaders.
3*	Key leaders proceed to the leader training area for leader preparation. a. Senior OC reverifies unit leader's task proficiency (including TLP). • Unit leader makes a tentative plan and the unit's OPORD while the unit prepares. • Unit leader briefs tentative plan and OPORD to senior OC. • Unit leader conducts a reconnaissance. • Unit leader completes the plan and OPORD. • Unit leader rehearses plan with senior OC. • Unit leader receives concurrence from senior OC to continue. b. OCs reverify key leaders' task proficiency (including TLP). • Unit leader issues OPORD to junior leaders. Junior leaders backbrief unit leader and OCs. • Junior leaders develop tentative plans and OPORDs. • Junior leaders brief tentative plans and OPORDs to OCs. • Junior leaders conduct reconnaissance. • Junior leaders complete plans and OPORDs. • Junior leaders brief plans and OPORDs to senior leader and OCs. • Junior leaders rehearse plans with OCs. • Junior leaders receive concurrences from OCs to continue. c. Unit leader rehearses tasks with junior leaders. d. Unit leader receives senior OC's approval to leave the leader training area.
4*	Leaders continue TLP to prepare unit for rehearsals and LTX lane execution. • Receive mission (already completed). • Issue warning orders (already completed). • Make tentative plans. • Prepare unit to move. • Reconnoiter. • Complete plan. • Issue unit's OPORD (after the senior OC's approval).

Procedures   a. *(Continued)*

Step	Action
	• Supervise. •• Rehearse (e.g., leaders, smaller units). *Note:* Unit rehearsals are performed in the next phase. •• Inspect. Conduct precombat checks. *Note:* Complete TLP if not already accomplished.
5	Unit leader backbriefs OC (or higher headquarters) on order.
6	Senior OC directs unit leader to begin unit rehearsals.

Note: Steps 3 and 4 can be simultaneous.

Definition   b. **Precombat checks** - Detailed final checks that all units conduct before and during execution of training and combat operations as part of the troop leading procedures.

Precombat Checks   c. Sample precombat checks are listed below. Modify the list to apply to the planned TX and unit.

Sample Precombat Checks
• Security maintained (e.g., ground, NBC).
• Weapons, vehicles, and equipment issued and camouflaged.
• MILES mounted, operational, and zeroed.
• Other required TADSS on hand and operational.
• Personnel camouflaged.
• OPORD briefed. Leaders and soldiers know the mission, their commander's intent, and what is expected of them.
• Individual and small element task rehearsals conducted; e.g., synchronization drills.
• Safety checks and briefings completed.
• Safety equipment on-hand.
• Medical support present and prepared.
• Environmental concerns and controls identified.
• Leaders' equipment inspected; e.g., compasses, strip maps, and binoculars.
• Soldiers and equipment inspected; e.g., weapons, load-bearing equipment, ID tags, driver's licenses, and meal cards.
• Soldier packing lists checked and enforced.
• Compasses, maps, and strip maps present (with graphics posted).
• Communications checks completed (higher, lower, adjacent, and range control).
• Class I (rations) drawn and issued.
• Class III (POL) drawn and vehicles topped off.
• Class IV (construction and barrier materials) on-hand.
• Class V (ammunition) drawn, issued, prepared, and accounted for.
• Class IX (repair parts) on-hand.
• Reference material available (e.g., TMs, SOPs).
• Motor pool gate opened and transportation present on time.
• Precombat (before operations) and combat (during operations) preventive maintenance checks and services completed on vehicles, weapons, communications, and NBC equipment.
• Vehicle load plans checked and confirmed; cargo secured.
• Convoy route and plan briefed.
• Quartering party briefed and dispatched.
• Slice (CA, CS, and CSS) elements integrated.
• OPFOR soldiers deployed and ready to execute their OPORD.

4-5. Perform Rehearsal Procedures.

Procedures   Rehearsal procedures are as follows:

Step	Action
1	Unit leader conducts unit rehearsals. • Briefs the unit's OPORD. • Uses the crawl-walk-run training method. • Rehearses the entire unit; i.e., conducts map reviews, sand tables, radio drills, rock drills, walk-throughs, dry runs, or battle drills.
2	Senior OC directs the unit leader to end rehearsals.

Note: Additional information on rehearsals is provided at Appendix G.

4-6. Perform Lane Execution Procedures.

Procedures   Lane execution procedures areas follows:

Step	Action
1	Senior OC confirms safety and environmental considerations are met; i.e., conducts risk management.
2	Senior OC directs the unit leader to execute the unit's OPORD.
3	Leaders move the unit through the execution phase.
4	Unit performs tasks to desired standards.
5	OCs evaluate task performance against desired standards.
6	Senior lane OC conducts scheduled AARs at logical stop points during lane execution (i.e., key task step or event completion, change of mission order), if needed.
7	When the task is performed incorrectly or there are safety or environmental issues, OCs-- • Stop the training. • Conduct unscheduled AARs. • Correct errors. • Restart or resume lane execution.
8	Senior OC directs the unit leader to move to the formal AAR area upon completion of lane execution.

4-7. Perform AAR Procedures.

Procedures Abbreviated AAR procedures are as follows:

Step	Action
1	Senior OC conducts a formal AAR immediately after lane execution. • OCs facilitate, leaders support, and unit members actively participate in AARs. • Senior OC discusses evaluation of task performance against desired standards (after previously evaluating whether the unit is trained to standard). • OCs, OPFOR, and unit members provide feedback. *Note:* Formal AARs may be preceded by or followed by informal AARs for smaller elements of the unit.
2	If the unit is not trained to standard, the senior OC and unit leader diagnose the training shortfall as either a leader problem or soldier problem.
3	Senior OC directs the unit leader to-- • Conduct retraining if-- •• The unit did not achieve the training standard. •• There were weaknesses in task performance the unit needs to correct. • Proceed to the next LTX area if the unit achieved the training standard.

Note: Detailed AAR procedures are provided in Chapter 5 and TC 25-20. Additional information is provided in FM 25-101.

4-8. Perform Retraining Procedures.

Procedures Retraining procedures are as follows:

Step	Action
1	Senior OC retrains the leader if the training shortfall was a leader problem. • Correct weaknesses noted during AAR. • Modify OPORD. • Recommend changes to unit SOPs.
2	Unit leaders conduct retraining. • Correct weaknesses noted during AAR. • Modify unit SOPs. • Retrain (and rehearse) until the unit-- •• Can achieve desired task standards. •• Has improved areas of weakness.
3	Unit leaders conduct concurrent opportunity training for personnel not requiring retraining.
4	Senior OC directs the unit leader to do one of the following: • Return to the AA, rehearsal area, or lane execution area to repeat the lane if the LTX tasks were not performed to standard during lane execution. *Note:* The lane may be repeated using different conditions or terrain. • Move to the next LTX area.